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ACTIVITIES REPORT

USAID Washington Sub agreement, IGP – BDS

From April 1st 2000 to November 30, 2002

Conakry, December 23, 2002

Executive Summary

A project started up in 1991 under a cooperative agreement with USAID/Guinea to promote the private Guinean sector through the development of viable small and micro businesses. The project has been named « Guinea Rural Enterprise Development Project (GREDP) », in French « Programme Intégré pour le Développement de l'Entreprise (PRIDE) », in 1996 it has got an additional assistance from USAID for a three years period until April 1999 to continue to expand the services it offers to its customers, and increase the chances of perennisation of the experiences acquired by the Guinean staff.

PRIDE/GREDP project's management activities has been assured by VITA an American NGO. VITA's representative Mr. Richard Kimball- available and competent, has assured the management of the last phase of the project.

At the beginning of PRIDE/GREDP's project, a particular emphasis has been put on the training. During the first months of the launching of the program, in our marketing campaigns we said to ours customers that PRIDE is a training program that gives credit. Otherwise, PRIDE's customers can be trained without getting financing, but no one can get a loan without passing through the training. It is this PRIDE's option, as regards training that has shown the difference between PRIDE/GREDP's Project and the others projects of micro finance operational on the field.

As the USAID GREDP's Project has started to move down the road towards institutionalization, the need to separate the project's financial (micro finance) and non-financial (Training) activities has become more and more apparent. The pressing necessity of this separation has been highlighted one more time by Calmeadow's Institutional Assessment. The Guinean staff met in October 1996 to agree, in principle that two separate and independent GREDP's organizations should be created.

The USAID/GREDP's Project created in 1991 ended in May 1999 with a logical report : « the expected financial results at the level of the two facets are basically different, the credit operations should make profit and conform to the bank current requirements. On the other hand all the training activities, studies and advising cannot be effective; some activities shall be necessary awarded ».

The change from the project to the creation of two Guinean autonomous institutions: PRIDE FORMATION ETUDES et CONSEILS and PRIDE/FINANCES. We are eager to pay homage to the American Expatriate Richard Kimball who has given of his best to his Guinean colleagues and thanks to his commonsense with which he has been endowed our NGO PRIDE/Guinée Formation is developing activities outside guinea.

We cannot finish this heading without thanking all the USAID/Guinea and Washington staff for the entire moral and material support granted to our young institution, we undertake to do our best so that USAID and all the West Africa Region become pride.

THE INSTITUTION: History and Current Positioning

The NGO PRIDE/Guinée was created in 1993 by the employees of the project; it has known a renaissance in 1999 thanks to the trainers' and technical staff's determination and cohesion force.

To facilitate the institutionalization of the training facet, PRIDE/GREDP Project's trainers have thought to proceed to the achievement of a business plan for the local NGO PRIDE/Guinée. During 9 years, the two facets of the project (Training and Finance) have promoted PRIDE, the LABEL that has become well known in Guinea. For that reason the principal persons responsible for the two institutions have preferred to keep the name (PRIDE/Guinée Formation and PRIDE/Finance); but PRIDE/Guinée Formation has been re-created in March 1999 and PRIDE/Finance was created in September 1999.

The Entrepreneurship workshop is the first training program that has launched PRIDE, on August 2 1992, and this has created its reputation in Guinea and in the region. The launching of this training program in Guinea, with the training fees payment directly by the participants has strongly contributed to the change of Guineans' attitudes towards the training.

As a matter of fact, before 1992, the Guinean came to participate to a training seminar hoping that he receives perdiems. The introduction of the « Entrepreneurship » workshop as training fees payment hit to a real reaction of the target public. « The Guinean is poor, we need some help how much perdiems will you give to your participants? Shall we be financed after this training? »

At each time when the trainer answered that the participant must pay for the training, some participants have preferred to withdraw their request for participation and wait to see what happens. The trainers' team has succeeded in convincing the target public by demonstrating that training is the best investment. So during the first workshop organized in Mamou in August 1992, we asked the participants to pay 20.000GNF per person (or \$20 US). At the second workshop organized in Kankan in November 1992 the price was increased to 50.000 GNF (\$50 US), and in February 1993 in Boké, the price was increased to 200.000 GNF (\$200 US) each participant).

It was a true breakthrough for PRIDE's training facet. Gradually a new conversation has been introduced that said training cost a lot of money, so the participant must contribute for his/her own training. PRIDE doesn't pay perdiem to its participants, but PRIDE offers high quality BDS, and customers' need increase each year.

Today PRIDE is recognized at national and regional level, it is the NGO's principal asset. The customers' progressive persuasion has allowed to create other Business Development Services (BDS) and to sell them but with difficulties (clients' hesitation). Actually, the range of offered services by PRIDE/Guinée is rich and various enough.

Considering the importance of the training, in the promotion process of the Guinean private sector, PRIDE/Guinée has as priority objectives the perennization of training activities, studies and advisory services to private entrepreneurs.

The NGO has already got important contracts in terms of training, studies and advices on Business Development Services (BDS).

- ♦ Fundings from Guinea Government to conduct Training, Education and Communication activities through cost sharing funds from the technical unity (USAID/GDG); paid in two blocks 1993: 163 millions FG, and in 1994, 105 millions GNF.
- ♦ Assistance financing program in 1995 from French Development Agency (CFD) to open two antenna in Conakry, within the context of micro-credit amounting 206 millions (two millions of FF).
- ♦ A contract of two millions dollars US for the training and the incentive to departure of 500 civil servants from the Ministry of Agriculture and Breeding, financing of the World Bank and the Guinean Government.
- ♦ A subcontracting contract with VITA/USA at the level of the Expanded Natural Resources Management Activity (ENRMA) financed by USAID/Guinée, value of the contract \$US 1 418 895; **A direct financing from USAID/Washington of \$US 890,217 (USAID contribution \$US 567,881, Cost SHARE \$US 322,336).**
- ♦ Very important Business Services contracts locally obtained each year from the Ministry Departments of Guinea, Government's Projects in the context of **local Participative Development, decentralization and local good governance Programs** (PACV, PDU3, financed by the World Bank and other partners...) Prevention against IST VIH/AIDS; feminine entrepreneurship and other Programs linked to Gender and economy questions. For example following a local assessment we have been selected to manage an important support program for women's economic activities in the Prefecture of Kankan, and in the districts of Conakry, it is confided to our NGO the training and the accompaniment of 12 000 entrepreneur women in the project areas. The support project for women's economic activities (PAAEF) is financed by the African Development Bank for three years, our activities will start in January 2003.

The NGO has actually 8 regional and prefectural antenna for a national cover, all the prefectures of the country are covered through the towns of Mamou, Dabola, Kankan, Kindia, Labé, N'Zérékoré, Lélouma, Tougué and its headquarter in Conakry.

I. PRESENTATION OF THE PROGRAM:

The objective of IGP-BDS program (USAID/Washington Implementation Grant Program) is the strengthening of PRIDE/Guinea's institutional and operational capacities to offer services of best quality (BDS – Business Development Service) to Guinean entrepreneurs at acceptable costs for everybody. Micro and small enterprises are dying especially due to two weaknesses:

1. If the enterprise cannot overcome its costs, it is exposed;
2. If the enterprise cannot extend its market right now, by growing, it will die; on these two gaps we feel that PRIDE invests to influence and change positively by **training, studies and advisory services.**

A particular accent has been put on women and poors' implication or micro enterprises in which those are present. The finality of this program is to increase the disponibility of the products and innovative services and quality.

It's within this context that PRIDE has been selected and the cooperative agreement number PCE-A-00-00-00003-00 has been signed between USAID Washington and the NGO PRIDE. This agreement was effective from the date of signature 28/04/2000 and ended two (2) years later, 28/04/2002. Due to the bad reading of the contract in English, and due to our lack of experience for the USAID disbursement procedure, we faced some difficulties in the payment of funds that lead to breaches of payment and to an extension of the contract until November 30, 2002. Unfortunately the extension doesn't allow us to go through the budget and the expenses already engaged have not been reimbursed, nevertheless from the expected results point of view the provisions have been reached, and are more than expected.

II- ACTIVITIES implemented to November 30, 2002

2-1 Country coverage (the intervention areas)

In compliance with the program objectives that are going towards the poor and women entrepreneurs, we decided right in April 2000 to decentralize our training activities towards rural and semi-rural areas of the interior of the country. In that respect we recruited **two (2) animators/trainers in Kankan**, (for the region of Kankan, Kérouané, Kouroussa, Mandiana and Siguiri), **two (2) trainers in Dabola** (for the region of Dabola, Dinguiraye Faranah, Kissidougou), **one (1) trainer in Mamou** (for the region of Mamou, Dalaba and Pita), **one (1) trainer in Boké** (for the region of Boké, Boffa, Fria, Gaoual and Koundara), **one (1) trainer in Kindia** (for the region of Kindia, Téliélé, Forécariah, Dubréka and Coyah) **three (3) trainers in N'Zérékoré** (for the Forest region), **two (2) trainers in Labé** (who cover the prefectures of Labé, Koubia, Mali); At the headquarter in Conakry 8 trainers hand over to themselves to reinforce the teams inside the country and to satisfy the entrepreneurs' needs in Conakry.

This geographic layout shows our engagement to serve the maximum of rural entrepreneurs and this in the principle languages of the country. In the total **20 PRIDE trainers/advisers are involved in the achievement of the contract**, they cover almost all the prefectures of the country especially the poor areas.

At the close of the training of trainers meeting, the teams were reinforced, the modules content and the methods of training in national languages were harmonized; the intervention strategies worked out in accordance with the realities of rural entrepreneurs. Some modules such as the **Entrepreneurship workshop, simplified accountancy were translated into the following local languages Sussu, Maninka, Guerzé, Thoma, Kissi. Marketing and Simplified Accountancy had also been translated into pular and maninka.**

2-2 Organized Training Workshops and advisory services

Prior to the training workshops in each area of the country, marketing and presentation campaign of PRIDE, of its partner USAID and of IGP Program objectives as well as the PRIDE training module contents were presented. At the level of the regions and the prefectures, the local authorities (Governors, Prefects and Mayors), the local actors, the others partners to development (projects, NGO, Women groupings etc), the entrepreneurs and the potential entrepreneurs were the targets of marketing campaigns. With the owners of micro and small businesses and the potential entrepreneurs, we identified the training needs and the

modules to be taught; the candidates were identified and we made a census of them; the workshops were scheduled.

So from April 1st 2000 to November 30, 2002 we have realized 147 training workshops for 4412 people including 1 692 women (38%) (See annex on table regarding statistics on trained people).

2-3 Information-Education-Communication Activities for the diffuseness of the Entrepreneurship

Since the start of the IGP program, intensive activities have been done by PRIDE/Formation to spread Entrepreneurship in accordance with our mission. In that line our NGO organized radio (rural and national) broadcasts and the National Television. The served clients took the floor to explain how PRIDE/Formation's training contributed to the change of their behavior and mentalities, how they learned to better manage their enterprises and increase their profits. The trainers give useful advices to the entrepreneurs during each get-together. Some customers got technical support for their business plan.

Some partners financed by USAID have become our clients namely OIC/Guinea, CLUSA, VITA, WINROCK International, PEACE CORPS, PADRAS/Siguiro; and other important enterprises such as the CBG of Kamsar, the Guinean Company of cotton, the Guinean Post Office (OPG), and the Guinean Agency for the Promotion of Employment (AGUIPE), craftsmen's Associations and Cooperatives of Kindia became new clients and we are developing a profitable partnership.

III. Obtained Results of IGP Program (Training and advices)

Indicators	Year I and six months Achievement 01/04/00 30/09/01	Year II Achievement 01/10/01 30/11/02	Total Expected Results for two years	Total achieved within two years	Achievement Rate
Number of Individual MEs trained	1430	2089	2560	3519	137 %
Number of Individual Industry/SMEs trained/served	357	522	940	879	94 %
Business start-ups fostered	480	600	802	1080	135 %
Number of women clients served	655	1037	1536	1692	110 %
Number of MEs clients paying full price for training	1730	2419	1792	4149	232 %
Number of MEs increasing their revenue following their participation in PRIDE BDS services	850	1210	1225	2060	168 %
Existing businesses served	1035	1700	2625	2735	104 %
Number of MEs who obtain contracts for their participation in PRIDE BDS services.	155	175	350	330	94 %
NGO's cost recovery ratio (on IGP Program revenues)	115 %	112 %	Year 2 137.5 %	Year 2 112 %	81 %
Cost recovery ratio (on all included revenues)	70 %	64 %	72.1 %	64 %	89 %

DISTRIBUTION OF TRAINEES BY REGION REGIONS OF THE COUNTRY

No.	Natural Region	Number of trained people	Trained Women	% Of women
1	Maritime GUINEA	633	225	37 %
2	Middle GUINEA	1004	492	49 %
3	High GUINEA	1288	710	55%
4	Forest GUINEA	949	195	21%
5	CONAKRY area	538	70	13 %
	TOTAL	4412	1692	38%

IV PROBLEMS ENCOUNTERED

1. Business Development Services (BDS) in rural area are not known and the rurals doesn't want to pay for the training, the studies and the advices.
The learned lessons in the different intervention areas teach us that if we want to reach the poor the Business Development Services revenues will decrease at the beginning. With 100 trained people (64% women) we have had an income lower than \$300 at Bantignel (Pita) the incomes are still lower in some areas. As a matter of fact we were bound **to loose more than 80% of the income usually achieved in the towns** in order to favor the poor, especially the women from \$50 in town, to \$5 US, (90%) of revenues fall. This reality shows the difficulties for rural entrepreneurs to pay for their training and the problems linked to the money generating training activities in low-income countries.
2. The second problem is linked to insecurity. A major part of the Forest Region economically rich has not been able to benefit from our Program due to insecurity at the frontier areas of Sierra Leone and Liberia.
3. The sensibilization and the implication of women in the promotion of activities which generate revenues are confronted to several socio cultural problems differences towards materiel and financial resources; illiteracy; information and training gap...
4. A fourth problem is linked to competent human resources. The PRIDE trainers had experience in training and advisory services in the big towns of the country. A period of training of trainers and adaptation of the pedagogical materials and the modules' contents was necessary for us to be able to serve our clients in rural areas.
5. Finally the more complex problem was linked to the payment of funds at USAID Washington, and the control of the program with VITA's Consultant Richard Slacum. We are sorry to underline that VITA's technical assistance didn't answered to our expectations. The consultant has shown a great delay in the achiement of the Business and Marketing Plans. He arrived in Conakry on November 7, 2002 while the financing agreement expired on November 30, 2002.
It is mainly this delay that is responsible for the difficulties of payment and the achievement of the third objective.

Other difficulties:

- Participants are very distant from training centers;
- Lack of training rooms in the rural areas where PRIDE operates;
- Participants difficulty in ensuring their families daily-bread while they are under training;
- Frequent social events disturbing the training programs;
- Lack of knowledge by the rural people of the training importance.

CONCLUSIONS:

The implementation of the IGP – BDS Program is quite in agreement with the preoccupations of PRIDE/Formation's staff at all levels to ensure the institutions perennity. We seize the opportunity offered by IGP to better handle the aspects that are likely to ensure the perennity of PRIDE/Formation.

1. Social viability:

The vision and the mission of PRIDE/Formation are shared by all its members: the Board of Directors underwent training in December 2000 sponsored by USAID/Conakry; all PRIDE's technical staff is regularly under training;

- From January 8 to January 18 2001 and from August 18 to August 28 in Labé;
- From August 12 to August 18, 2002 in Labé; PRIDE's Institutional Analysis and Training;
- At CePEPE (Benin) From August 19 to August 31, 2002, studies and training trip;
- In Conakry, from September 2 to September 15, 2002 with a Beninese Consultant, Marketing Approach of the Business Development Services (BDS) at the level of enterprises and the public and private institutions in the Capital;
- Markets BDS Study in GUINEA, launched by PRIDE and achieved by SAIEF office with restoration sessions and discussions at PRIDE.

In the total 33 field agents and people from the head office took part in the training. The aspects dealing with the improvement of living and working conditions of the staff were thoroughly taken into account: training, social security, health, trainers career plan; young leaders' promotion, motivation system based on excellence and on results; working framework very appropriate to the development of personal and professional initiative.

2. Institutional viability:

PRIDE/Formation needs to attract the best local competencies to develop and offer training services and quality backing/advice with **"a passion for excellence"**. To that end, all aspects linked to professional competencies and organizational aspects are taken into account for PRIDE/Formation is the leader in terms of training, advising for the setting up and development of micro and small enterprises in Guinea.

3. Another important aspect is the **financial viability** of PRIDE: Many efforts have been made towards lowering costs, our challenge remains the development of Business Development Services (BDS) in GUINEA, in the regional countries, and the management of key staff (qualified trainers, consultants, advisers, financial managers and accountants). We are seeking less-cost services to lighten the training fees for client, attract and meet the needs of a greater number of clients by assuring our financial autonomy. The main indicator of institutional usefulness and viability is the number of served clients who become enthusiast for they freely come back to buy new services in terms of Business Development Services (BDS).

4. We are on the right track to capture the markets of business development services in the regional countries; actually our training workshop on Entrepreneurship is well sold in Senegal through our local clients (Dyna enterprises, ASACASE in Ziguinchor, the COSEC, and others; a training contract is signed between Dyna enterprises and PRIDE/Formation; the training workshop on Entrepreneurship is scheduled from January 13 to January 24 2003.

In Benin our field partner is the Training and Promotion Center for Small Enterprise (CePEPE). With this center we envisage to reinforce our collaboration in the field of training and advising in the management of farm, a new gap for the Guinean Small and Medium farm businesses and for the business development services providers that we are.

5. Our NGO is a member of two African support networks to micro and small business in Africa (Aoudaghost Network 2000 and the RAMPE) inside these networks we make the marketing of our BDS approach and our services portfolio.

Principles and methodology accepted by PRIDE to offer Business Development services to Enterprises (BDS)

1. Commercial type Approach conditioned by the market

The fundamental principle that governs in a critical manner the most of the business development service's instruments **is that the BDS organisms that go with the Small and Medium Enterprise look like them from the staff, the methods and the values** point of view. In practical, the application of this principle has as results:

- ♦ Select local structures partner of PRIDE able to propose their services in a Commercial spirit, develop partnership with a culture, a motivation, behaviors and in a perspective that shows an engagement towards a commercial type approach. Encourage the individuals and the local structure offering BDS the sense of ownership and of responsibility towards their work.
- ♦ Consider people who profit from the instruments and tools of the business Development services as competent clients, rather than docile beneficiaries, develop exchange relations with the clients (based on a real exchange not only on charity), deeply understand the clients' needs and situation, consider the instruments of business development services as products to be sold and measure with rigorous manner, the costs and the profits, and maintain close relationship with the clients in order to keep pertinent approach conditioned by the need.

2. Viability

PRIDE must have a viable impact on small and medium enterprises, and on entrepreneurs requesting business development services. Although the precise signification of the concept of viability don't make the general consensus at the level of business development services

organisms, to respect this principle and its application, PRIDE/Guinée will support interventions that present characteristics of inherent fiability, such as implication with advisory services.

3. **Personnalisation**

As a matter of fact, in many cases, specific groups, such as women groups, rural enterprises, community projects, and young people... are the leading actors of intervention conducted in accordance with a subsectorial approach. Given the complex and unsure work environments of the small and medium business in Guinea, any intervention must exactly determine what it can do and with whom. « Personalize » an intervention is therefore making it more specific and pertinent.

4. **Participative Approaches**

A participative approach in the planification of interventions offers the following advantages:

A best comprehension of the needs of small and medium business, a control of the subject by PRIDE's staff, the appropriation by the clients and the organisms of the project, and more chance of viability in long term.

5. **Maximization of impact**

- ♦ **Subsectoral Approaches:** They must have, with relatively reduced contribution and well targeted, a considerable impact on entire sub sector;
- ♦ **Support of local private learning systems:** To encourage the entrepreneurs to learn from other evident successful examples, thanks to natural learning processes that favor network exchange and private education, pre-existing for long time, in regions where some sectors of small and medium business are flourishing.

6. **To be inspired by other successful initiatives**

To allow PRIDE's interventions to be at the same time viable and locally conducted, they must be developed on pre-existing local data and not in the image of imported models. In other words, it's important to respect any individual's project and his personal implication with his « organizations ». The level of implication in resources, financially and particularly in equipment, must be within local partners' capacities in order to maintain and not to overload their development.

7. **Divisions and Targeting**

These last ten years, we see many enterprises focus on what they consider be their main activities. On the same way, it is preferable for PRIDE to focus on what it is doing and do it well, rather than diversify activities that it doesn't control. A targeted intervention and the settling in of a limited range of instruments allow to have simple and effective relationship with clients, and there is no place for mix measures such as which can result, for example from the combination of credit and training/advisory activities. The innovation and the change are important aspects for PRIDE. Targeting its activities doesn't inevitably involve a fixed

and unchanging picture, which is justifying the new PRIDE's evolution towards the searching of new products by new markets, complementary competences, the coordination and the development of networks.

8. **Systematic Approaches and Integration of the Program**

The three following approaches will allow avoiding the implemented instruments in producing a whole imbalance in the development environment of Small and Medium Businesses:

- ♦ **Coordination with the other contributors:** The presence of other initiatives of Business Development Services supported by the donors in the surrounding sector can cause problem if their methods of working are different, especially with regard to the payment of fees of some services (training, studies, and advising...); So it is essential that the contributors remain in contact in relation to their activities and that consensus appears on the adopted methods;
- ♦ **Networks between different BDS providers:** Like as small and medium businesses need sometimes to collaborate for their mutual profit, a common action can serve institutions' interests that offer non-financial services. In fact, despite of the opened competition that can exist between them, they must retain an overview of their clients' global needs;
- ♦ **Agreement of subcontracting:** The beginning of the nascent relations between for example some organisms of general development and specialized providers of Business Development Services is a positive sign and offers considerable advantages as regards targeting and specialization, retaining a perspective of overview. PRIDE/Guinée, VITA and WINROCK International's subcontractor in PEGRN/USAID's Project in Guinea is a good example.

9. **Crucial Importance of Cost Analysis by Project and Service (Analytic Approach)**

PRIDE/Guinée shows the costs of the services in the analysis of its performances, which allow a complete vision of the project's work and its trainers' work. Consequently, the persons in charge of the NGO can support their decisions on the appropriate information, and the financial management separately carried out by project and program is very transparent. Although the scope and the impact remain the more important aspects of an intervention, the financial analysis must be considered as a tool to improve the delivery and the management of Business Development Services' instruments.

10. **Constant Necessity of estimation and impact evaluation**

The notion of impact evaluation must always be inherent to any intervention of Business Development Services. We can envisage it for example in combination of retrospective and prospective analysis form or in global evaluation and the appraisal of needs, and this as an integral part of any intervention. The evaluation represents also a starting point to adjust the objectives of the interventions following the clients' pressure, and to carry out comparative

and locating studies, it will allow PRIDE and its partners to decide more easily of the type of intervention and business development services (BDS) provider.

The large range of principles for the settling by PRIDE of business development services, developed in the previous sections, creates a context of reference relatively simple and that is not prescriptive. In spite of the utility of these principles, few of them match with the whole criteria of small and medium business needs.

A realistic assessment of the present state of business development services will surprise us by discovering that we know about so many in this field than what remains to learn. To improve PRIDE's processes it is essential to overcome these weak points.

For PRIDE/Guinée, the principal objective of the future diary is to improve the collective knowledge on the more effective processes. Two major theories must particularly support next activities in this field :

A. **Settling of more indicators : rigorous assessment of current processes**

The lack of characteristic precision of data's and cost and services impacts assessment offers a limited field of comparison. It is nevertheless essential not to mix up the current mediocrity of data of business development services with a weakness in the idea of spotting. **As a matter of fact the spotting open many perspectives beginning by measures based on the cost linked to operational effectiveness. In this case, methodological difficulties associated to the impact are less important and these measures would allow to start on the problem of separation enough complex between the expenses and the providers' outcome of business development services within PRIDE.**

B. **Encouragement to Initiative**

It is important and urgent for us to extend the field of innovative projects from which donor will enrich their acknowledgement. According to the above developed principles, it is essential that donors subsidize structures such as PRIDE/Formation, that offer business development services, and that seek for developing new approaches to draw a lesson from this experience and disseminate the fundamental lessons.

To attract sponsors and interest them in what we are doing, we must succeeded in the implementation of a strategy of services adapted in the context of support institutions, among others :

- ♦ **Appropriate geographical locating, for our future actions and according to the market study results we have developed, we mainly will invest in the areas of the country where the « Entrepreneurship » spread by PRIDE within 10 years has been well developed.** Although a large number of donors propose their support in poorest areas and in priority to destitute groups, the interventions « test » are welcomed where conditions are, basically, favorable to development of small and medium business ; in other words, where economy is in full expansion and where opportunities exist. In practical, the way that leads from the stage of idea to the stage

of creation of a micro enterprise pass invariably from a full expansion area to a poor area, we must adapt to this nature of things.

- ♦ **Define the mechanisms for the use of appropriate advisers.** Like all the interventions as regards business development services, those that are innovative are conditioned by the need. It is therefore essential to see to it that small and medium businesses participate to the elaboration of the project and to the follow up of the programs. Even if we know in advance, that they are not always ready to devote more time and money to research activities that can seem not to be profitable. To guide the innovation process, the alternative is to get in touch with individuals whose commitment and perspicacity are known, rather than with organisms.
- ♦ **Establish priorities.** It happens that some programs can be stopped by a multitude of objectives that are sometimes contradictory. It is therefore important to well target our objectives and establish priorities in order to allow the staff of the program to intervene according to established priorities. We think to succeed to our mission within the next three years by observing some of the indicators that we already overcome and that provide enough information on Business Development Services; they are:
 - The Entrepreneurship
 - Identification of opportunities for micro and small businesses: market development
 - Business base tool
 - Basic services offered by private sector
 - Rural Enterprise Organizational Management
 - Increase the knowledge of ranges of available needs and opportunities for rural enterprises (SOGUIPAH, FIDA, PEGRN Projects, Agricultural and Rural Credit),
 - Information contribution on appropriate technologies, business studies and advises, the training of local actors (NGOs and Guinea Government's agents) on appropriate technologies and new practical management.
 - Development of Business Plans and accompaniment for the research of financing
 - Training and mobilization of financial local resources, and local development
 - Training on Simplified Accounting
 - Feasibility Studies for bankable Projects
 - Strategic Planification for enterprises and NGOs
 - Participative based Methods for NGOs and Guinean Government's agents
 - Sensibilization and prevention against IST/VIH AIDS
 - Development of practices and activities generating revenues (at the level of refugees and misplaced populations) to lighten the impact of VIH and reduce the potential entrepreneurs' vulnerability, and all the basis community.

Few intermediate expected results by the Head of PRIDE

1. Number of enterprises having acquired and applied new management practices;
2. Number of enterprises which adopt new technologies;
3. Reinforced capacity of micro and small enterprises in mobilization of outside and local financial resources.
4. Number of Business miniplans achieved with success by small enterprises.
5. Number of business start-ups fostered thanks to PRIDE's advisory services.
6. Number of enterprises in full expansion (assets, turnover, profit...)

7. Number of enterprises having existing more than one year after the adoption of new management practices.
8. Number of employments newly created by the instigators of small and medium enterprises
9. Number of contracts (markets...) obtained by small enterprises following their training/advising at PRIDE.
10. Number of women developing new activities generating revenues.
11. Number of sensibilized and informed people on the systems of prevention against IST VIH/AIDS; the development of activities that generate revenues for the victims' families of consequences of VIH/AIDS and misplaced populations or refugees.

11. Arrange things so that local private sector does more

Channels studies achieved by our partners (such as VITA, in PEGRN) help us to identify effective possibilities to serve small and medium enterprises or, precisely, to develop technologies that small and medium enterprises can propose or manufacture. In this context, it can be interesting to stimulate the whole private sector in order that it turns towards fields that we considered not interesting (appropriate technologies) with a serious commercial step.

12. World-wide Impact and technological evolution on Small and Medium Guinean Businesses and providing of the Business Development Services (BDS)

The increasing competition that results from the African regional integration (CEDEAO, NEPAD, ZMAO...) and throughout the world, has lead few enterprises from the regional countries particularly Senegal, Nigeria, Ivory Cost to get supplies all over the world, which contribute to attract these countries towards world distribution networks. Deep changes have also intervened in the organization of Guinean private sector. The falling (prices) in the field of computer allows small and medium Guinean enterprises to rivalize with the more large enterprises and get them supplementary assets of flexibility and innovation. The Internet also offers to many opportunities to small business to comply in an effective and competitive manner with the majority of markets.

These changes have deep impact on the context of competition of our small and medium business. They also will have an important impact on the type of business development services (BDS) that small and medium businesses need and that PRIDE would better prepare for their settling and their delivering.

BALDE Alpha Mamadou
Executive Director